



Ontario's 2007-08 Public Service Commission Report

ONTARIO'S 2007/08 PUBLIC SERVICE COMMISSION REPORT

Message from the Chair of the Public Service Commission

I am pleased to present Ontario's *2008 Public Service Commission Report*.

The Ontario Public Service (OPS) continues to transform into a modern, world leader in public service that is open, equal and welcoming to all staff.

We have a multi-year HR plan which establishes our key priorities and strategies that will help us reach these goals. We are now in the final year of the OPS HR Plan 2005-2008 and I am proud to say that a great deal of progress has been made on all of our OPS HR Plan commitments and key strategies.

We have seen the proclamation of the *Public Service of Ontario Act* which provides the legislative framework to foster and support the key OPS values of professionalism, integrity, accountability and excellence.

Recognizing that in today's competitive labour market, where talented professionals are in high demand, we needed to do more to attract the best and brightest. So, we embarked on an extensive recruitment modernization strategy.

In addition, we have significantly moved the yardstick on a number of initiatives supporting our current priorities of engaging employees, attracting talent and building capacity. This report highlights our successes.

To ensure we remain on track, we have continued to use the OPS HR Plan Annual Scorecard to monitor our progress and measure the year-over-year results. Workforce metrics are a foundational piece of modernizing the OPS. The Quarterly Workforce Report complements the Scorecard by providing baseline metrics that highlight workforce issues and organizational trends, and benchmarks against other organizations.

We know that keeping current is essential to becoming a modern public service with a competitive edge. Since December 2007, we have been actively focusing on the development of a multi-year OPS Diversity Strategic Plan that will strengthen the OPS and improve the work environment for everyone. It will enrich the pool of talent available to help us modernize services, and will position us to face emerging challenges. We understand that this is a journey everyone has to commit to, but we also know this will make working in the OPS better for everyone.

Our people are the foundation of this organization. In all of these areas, and many more, our employees have made contributions to building solid foundations that support us as we move forward. I am confident that we are on track to transforming the OPS into a modern, world leader in public service.

Morag McLean
Chair of the Public Service Commission of Ontario

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EXECUTIVE SUMMARY

Ontario continues to move forward on the government's modernization agenda to build a capable, innovative, diverse and engaged workforce. By working hard, smart and embracing new ideas, we are delivering on government priorities, making service improvements and improving internal administration. We are well on our way to becoming an even better place for our employees to work - a place that keeps pace with the expectations of Ontarians for high-quality, cost-effective services and recognizes how important people are to our success.

We are accomplishing our modernization agenda through the establishment of modern HR foundations, by building a diverse and accessible public service, by delivering on our HR Plan commitments, and by identifying our future priorities for action.

OPS ORGANIZATIONAL VALUES

- Trust
- Fairness
- Diversity
- Excellence
- Creativity
- Collaboration
- Efficiency
- Responsiveness

Modern HR Foundations

1. **HR Service Delivery Transformation:** The OPS is changing its HR service delivery system to be more integrated and horizontal; providing a one-employer approach. The first elements of the transformation will be launched in the spring of 2008. Full implementation of the new model will be complete by March 2009.
2. **Public Service Legislative Reform:** The new *Public Service of Ontario Act* came into effect on August 20, 2007 and provides a modern legislative framework to support the key OPS values of professionalism, integrity, accountability and excellence.
3. **Employee Relations and Union Management Relations:** The OPS is committed to building strong relationships with its bargaining agents. This is especially important as we move into a busy bargaining year, with seven collective agreements set to expire by June 2009.
4. **Workforce Measures and Metrics:** Monitoring our progress and measuring our success is essential to meeting our goals and priorities. We do so by using tools such as the OPS HR Plan Annual Scorecard and the Quarterly Workforce Report.

Building a Diverse and Accessible Public Service

Organizations that capitalize on diversity are better positioned to succeed and are better able to effectively provide support and services to clients. To be a modern, world leader in public service, the OPS needs to embrace a culture of diversity. We have developed a diversity strategy and we are in the process of hiring a Chief Diversity Officer to drive the strategy forward. Additionally, we are forging ahead with an Accessibility Leadership Strategy to build on the principles of dignity, inclusion, independence and equality of opportunity for persons with disabilities.

Priorities and Initiatives

The OPS HR Plan 2005 – 2008

We are in the final year of this multi-year plan and we have demonstrated great progress on initiatives that support our three key priorities:

1. Engaging Employees
2. Attracting Talent
3. Building Capacity

Highlights of our progress can be found throughout the body of this report.

Looking Ahead

As we continue towards building a modern and leading-edge public service, we will be focusing our efforts in a few key areas:

1. Diversity: With the development of a diversity strategy and the diversity office, we have begun some good work, but there is still more to be done. We are in the process of recruiting for the Chief Diversity Officer for the OPS
2. Development of the next multi-year OPS HR Plan
3. Full implementation of the HR Service Delivery Model
4. Continuing to build positive relationships with our bargaining agents

MODERN HR FOUNDATIONS

For the OPS to be a dynamic and efficient public service, it is essential that we have the right organizational foundations in place. We are continually looking to strengthen and reinforce these foundations, including our HR service delivery structure, our legislative framework, our relationships with bargaining agents and our measurement and reporting systems.

1. HR Service Delivery Transformation

In 2008, we will see significant changes to the HR service delivery system in the OPS as we move towards a more integrated, horizontal, one-employer approach.

The new model benefits our employees by providing: more HR supports in all regions; better accountability, controllership and consistency for key HR functions; and reduced administrative burden through integrated processes.

What is Next?

In the spring of 2008, we are launching the first elements of our new HR service delivery model including:

Implementation of seven Enterprise HR Services to deliver organization-wide HR services in key functional areas

Establishment of the Regional Recruitment Centres to deliver a full suite of recruitment services to line managers.

As we move forward, we will begin preparations for the implementation of the Strategic Business Units (SBUs). SBUs will be located in ministries and will provide strategic HR services that support the achievement of ministry business objectives.

Full implementation of the new HR Service Delivery Model will be complete by March 31, 2009.

2. Public Service Legislative Reform

The new *Public Service of Ontario Act* (PSOA) came into effect on August 20, 2007, the first reform to public service legislation in more than 80 years. The PSOA clarifies existing responsibilities related to conflict of interest rules and political activity rights. It also puts in place new responsibilities related to the framework for the disclosure of wrongdoing within the OPS.

Along with the proclamation of the PSOA, a new Conflict of Interest Commissioner (COIC) was announced to provide clarity and guidance to OPS employees.

Furthermore, a great deal of energy has been put into an education campaign over the past year to ensure that public servants understand their obligations and rights under the new act (over 2,000 OPS employees have attended PSOA training).

3. a) Employee Relations

Did you know?

Approximately 86 per cent of the OPS workforce is represented by one of eight bargaining groups and seven of those collective agreements are set to expire by June 2009.

The Employee Relations Division continues to promote positive labour relations across government, providing advice to ministries on the application and interpretation of the various collective agreements, strategies to manage grievances and other workplace issues, as well as solutions to emerging labour relations needs.

Here are some **highlights** from the past year:

The Centre for Employee Relations was launched, centralizing more than 70 labour relations experts from across the OPS

Joint training for bargaining agent/management committees was co-developed and delivered focusing on conflict management and effective Employee Relations Committee meetings. To date, over 300 committee members have been trained across Ontario

A Labour Relations Training Curriculum for practitioners and senior managers was developed and launched in spring 2008

Successful negotiations with major bargaining agents on workplace restructurings, closures and divestments pursuant to Successor Rights legislation were carried out

An OPS-wide grievance data system has been streamlined to make data collection consistent across ministries. All ministries are now using the system to report on grievances, allowing for analysis and comparison of data across the organization.

3. b) Union Management Relations

The Union Management Relations Branch focuses on building a positive, collaborative bargaining agent/management work environment, while leading activity on multiple bargaining tables including representing the Crown as Employer in all collective agreement negotiations in the OPS for bargaining unit employees.

The use of joint bargaining agent/management committees has contributed to developing a more positive and transparent relationship with our bargaining agents. Accomplishments in the past year include:

The OPSEU Collective Agreement expires on December 31, 2008. The parties have agreed to a new approach for the upcoming round of negotiations – they will engage in issues bargaining first, and not in Essential Services negotiations.

Hearings into the remuneration of the Ontario Provincial Judges, the Ontario Deputy Judges of the Small Claims Court and the Ontario Justices of the Peace concluded.

4. Workforce Measures and Metrics

Monitoring our progress and measuring our success is critical to ensuring we are on track to achieving our modernization objectives.

The Annual OPS HR Plan Scorecard

In November 2005, as we launched our three-year OPS HR Plan, an annual scorecard was developed to chart our progress. We have continued to use the scorecard to evaluate plan objectives against a set of strategic performance measures (see appendix C for final 2006/07 results compared to 2005/06).

Please note that at the time of print, 2007/08 data was unavailable.

The Quarterly Workforce Report

The Workforce Demographics Profile was launched in 2006 and relaunched as the Quarterly Workforce Report in the first quarter of fiscal year 2007/08. This report standardized the reporting of workforce metrics and trends across the organization by allowing ministries to compare their workforce data to the OPS overall.

Interjurisdictional HR Measures/Metrics Working Group

At the 43rd Annual Public Service Commissioners' Conference in September 2006, PSC members agreed to the establishment of an Interjurisdictional Measures Metrics Working Group. Composed of HR representatives from provincial governments, the working group was tasked with developing a set of measures to help public sector jurisdictions to compare themselves against common indicators of HR performance, and share best practices on setting priorities, developing strategies and measuring progress.

The group's first report was introduced at the 2007 PSC Conference and an updated report will be shared at this year's conference.

BUILDING A DIVERSE AND ACCESSIBLE ONTARIO PUBLIC SERVICE



"We are building a culture of diversity. Respect, inclusiveness and fairness must be part of everything we do – how we treat the public and how we treat each other."

Shelly Jamieson, Secretary of the Cabinet

Despite the progress that has been made in law and social attitudes, discrimination based on race, ethnicity and various disabilities still exist in our society as well as within the OPS. In response to this and building upon our modern HR foundations, the OPS has established the Diversity Office, which has been given a clear mandate to lead the creation and maintenance of an inclusive organization that is diverse at all levels. We are currently in the process of recruiting a Chief Diversity Officer who will lead the Diversity Office in driving the strategy forward.

Diversity Framework

A Diversity Framework has been developed to help identify and remove discriminatory barriers in employment, increase the representation of diverse groups at all leadership levels, and to deliver better services to Ontarians. In addition to embracing and working with difference, our vision aims to change mindsets and to make a cultural shift so that diversity becomes integral to our organization. Diversity gives the OPS a business advantage, allowing us to attract, nurture and invest in new talent. Although it is not a new challenge, implementing our vision of diversity has taken on new urgency.

Some **accomplishments** made under our Diversity Strategy to date include:

Recruitment for the OPS' Chief Diversity Officer is currently underway

Creating an External Diversity Advisory Committee consisting of experts from the private sector, academia and the broader community

Launching a comprehensive review of policies and programs to identify practices that exclude talent from our organization

Initiating a review of the Workplace Discrimination and Harassment Policy

Begin to look at human resource processes and programs through a diversity lens

Developing diversity-focused training sessions for all OPS managers and leaders so they have the knowledge and tools necessary to create an inclusive workplace

Developing and launching a diversity mentorship program for employees from those groups that are under-represented in the senior management ranks.

Accessibility Leadership Strategy

The Diversity Office is also responsible for the OPS Accessibility Leadership Strategy (ALS) and is charged with ensuring that a multi-year plan is in place for implementing regulations under the *Accessibility for Ontarians with Disabilities Act* (AODA). The first regulation under the AODA, Accessibility Standards for Customer Service, took effect January 1, 2008. It will be followed by regulations for accessible transportation, information and communications, built environment and employment.

The plan will be completed by June 2008 and will help ministries identify, remove and prevent barriers and enable them to use accessibility best practices in everything they do. In 2007-08, a number of key activities were undertaken to help shape and inform the development of this plan.

Some of the highlights include:

Evaluating OPS compliance readiness in the five key areas of the AODA (customer service, built environment, transportation, information and communications and employment)

Developing audit methodologies of buildings and websites

Establishing effective governance through an Accessibility Leadership Committee comprised of assistant deputy ministers

Developing stakeholder engagement and internal communications plans to build awareness and effect culture change

Developing a corporate "accessibility lens" – a consistent filter to ensure that accessibility issues/perspectives are integrated in the development and implementation of internal corporate policies, programs and services, as well as public-facing policies, legislation/regulations, programs and services.

PRIORITIES AND INITIATIVES

An Enterprise Human Resources Plan for the OPS

In November 2005, the OPS launched a comprehensive three-year Human Resources Plan for the OPS (2005 – 2008): Reaching Higher: Today and Tomorrow. The OPS HR Plan focuses on three key areas:

Engaging all employees to achieve organizational results

Attracting talent by gaining a competitive edge

Building capacity to sustain a world class organization.

The plan is now in its final year and great progress has been made on all of our commitments and strategies over the past two years.

In the coming months we will be releasing the next multi-year, strategic OPS HR Plan. We will build upon the strong foundations established through the current plan and set our future directions and priorities.

The following are highlights of significant accomplishments made in achieving the HR Plan's priorities.

1. Engaging Employees

Engaged Employees have:

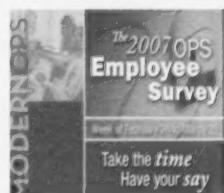
High-level of satisfaction with their jobs:
Intend to remain with their organization
Recommend their organization to others

High-level of commitment to their organization and its goals:
Desire to serve or perform at high levels
Strive to improve the organization's results

As a modern organization we are committed to continuously improving the delivery of quality public services and increasing customer satisfaction. To do this, we have to improve employee engagement – that is, increase job satisfaction and commitment to the organization and its goals.

2007 Employee Survey

The 2007 Employee Survey was conducted with a focus on improving employee engagement. This is our first census survey following the success of a 2006 representative sample survey.



We wanted to know if our employees thought we were hitting the mark in key areas. Do they feel supported in their work? Are they getting the leadership to allow them to excel and grow in the work they do?

Reaching all employees was a significant undertaking and an important one. Hearing what staff have to say about *their* organization is vital to making improvements in the way services are delivered and employees are supported.

More than 29,000 employees completed the confidential survey representing a participation rate of 43.5 per cent, up from 39.9 per cent in 2006.

Deputy ministers and assistant deputy ministers presented their ministry and divisional results to staff during the Summer and Fall of 2007 and are developing and implementing action plans to address ministry-specific issues.

What did we learn from the 2007 OPS Employee Survey?

In general, employees told us that they are fairly satisfied and reasonably engaged in their jobs. Our 2007 OPS employee engagement score is 66 out of 100 points, a slight but important increase over the 2006 employee engagement score of 65 out of 100 points.

There are fewer employees with low engagement scores (from 23 per cent in 2006 to 21 per cent this year), and more employees with high engagement scores (from 34 per cent in 2006 to 37 per cent this year).

The top priority areas for improvement for the OPS remain the same as 2006:

- o opportunities for growth and advancement
- o leadership practices
- o learning and development opportunities
- o organizational communications.

Diversity and the OPS Employee Survey

While not a "diversity" initiative per se, the OPS Employee Surveys capture data that measures the engagement of various groups in the OPS.

The 2007 OPS Employee Survey asked employees to self-identify if they were a visible minority, disabled, Aboriginal or Francophone. Here is what we learned:

Engagement of visible minorities is in line with the OPS average

Persons with disabilities are significantly less engaged than the OPS average

Engagement of Aboriginal employees is about average

Francophones are significantly more engaged than the OPS average.

Employees will be able to have their say in a survey every other year, with the next survey planned for Spring 2009. Discussions are underway to identify ways in which the next employee engagement survey can capture additional data related to the diversity strategy.

OPS Ideas and Innovation Fund Program



The OPS Ideas and Innovation Fund Program has fostered positive change and a culture of creativity and engagement in the OPS. The Fund provides one-time seed money for innovative projects designed to improve services, increase efficiencies and generate savings.

Many of the ideas support the OPS modernization strategy, such as the photo comparison technology in the Ministry of Transportation, which helps to prevent identity fraud, and the use of hybrid vehicles by the Ministry of Natural Resources in Ontario Parks.

Key Results:

To date, the OPS has received more than 1,680 ideas from employees

Close to 11 per cent of the ideas have been accepted by ministries for implementation – more than double the private sector average of three to five per cent

126 Innovation Fund proposals were received from 23 ministries in 2007

24 projects are being implemented with a potential annual saving of \$3.3 million.

Employee Recognition

Employee recognition is one of the key drivers of employee engagement. Tools and resources such as training, a recognition toolkit for managers and the OPS Award Tracking Program (which contains a calendar and listing of more than 100 international, national and provincial award programs accepting nominations throughout the year) have been developed to promote a culture of recognition across the OPS. To date, 23 ministries have a formal employee recognition program in place to celebrate employee achievements.

OPS Spirit

The OPS Spirit continues to encourage, promote and recognize OPS employees who volunteer in their communities.

The theme of the 2007 OPS Spirit Campaign was "Developing our Youth, Building our Future." More than a thousand OPS employees participated in the OPS Spirit events. On December 5, 2007, close to 90 volunteers were invited to celebrate with Tony Dean, former Secretary of the Cabinet at the OPS Spirit Volunteer Recognition event.

The 2008 Campaign will be launched on April 24, 2008 with the theme "Giving Back – Helping Seniors."



Performance Management

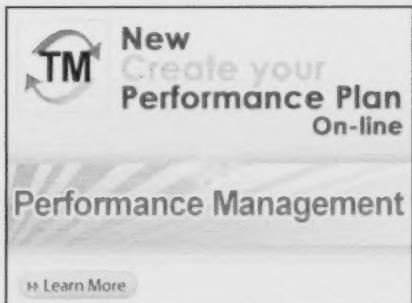
Through the employee survey results, staff made it clear that timely and meaningful performance feedback is very important to them.

We launched an online performance management tool in April 2007 to replace the paper-based process for approximately 8,000 senior managers and other non-bargaining staff. One of the key goals of the online system is to make the process of completing a performance plan more simple and straightforward. The less time it takes to complete a performance plan, the more time to spend on meaningful performance conversations. This system provides one gateway for performance plans and learning plans, and also allows for an electronic audit of performance plans.

Mid-term Performance Reviews

An audit of mid-term performance reviews for fiscal year 2007-2008 was undertaken using a random sample of approximately 462 plans from the senior management and middle management cadres.

The results of the audit indicated that 77.8 percent of the senior management sample and 76.6 percent of the middle management sample had completed mid-term performance reviews.



Workplace Wellness

The wellness of employees is a critical organizational asset that we are committed to nurturing and sustaining. The OPS views workplace wellness as a holistic partnership among the employer, employees and their bargaining representatives by providing a supportive work culture, healthy workplaces, tools and information to support personal choices for healthy living.

To support this goal, a number of key foundations have been established:

We are developing a wellness strategy for the organization. The strategy builds on consultations undertaken in 2007 with ministry and bargaining agent partners. Three cornerstones serve as the strategy's foundation:

- Healthy living
- Safe and healthy workplace
- Supportive work culture.

Supporting the wellness strategy is a new website where employees can get and share information on staying healthy and safe in the workplace.

Workplace Safety and Insurance Board (WSIB) Management Strategy: a key goal was to implement a technology infrastructure to better manage and track workplace incidents and WSIB claims, support injured or ill workers and yield cost savings through efficient payment practices and earlier, safer return to work.

- Last summer, a Workplace Safety and Insurance Management System was launched in seven ministries and full implementation will be finalized in summer 2008.

In addition, WSIB Adverse Claims: Employer Representation and Advocacy was established in May 2005. It provides specialist support and representation to the employer on adverse claims in WSIB adjudication forums. This service continues to demonstrate its value to the organization.

- Results as of December 2007 include over \$13 million in capitalized costs avoided since the launch of the service, resulting from 76 cases where the Tribunal found in favour of the employer.

2. Attracting Talent

In today's competitive labour market, we recognize that our employees have many career options. With an innovative recruitment modernization strategy, a diversity strategy, a youth and new professionals' strategy, enhanced job evaluation systems and modern benefit plans, we are ensuring that the public service is an employer of choice for both our employees and the external, diverse talent we want to attract.

Recruitment Modernization

In January 2006, the OPS announced a recruitment modernization strategy under the HR Service Delivery Transformation Project. The strategy's three key goals are:

Goal #1 - Innovative, streamlined and technology-enabled recruitment processes

In June 2007 we launched the OPS Careers website to provide a one-stop-shop for potential and current employees to learn more about careers in the OPS.

The site has four portals that target the specific audiences of external talent (www.gojobs.gov.on.ca), internal employees, managers and regional recruitment staff

The site positions the OPS as a diverse organization with diverse career opportunities and has had close to 80 million hits since its launch

People can register for job alerts to receive an e-mail notification of opportunities that match the criteria they select

Employees can access career planning tools including job search skill development with an interview and resume preparation guide

Goal #2 - Regionally based, end-to-end recruitment services for managers and career services for employees

The Northern Recruitment Centre, which began as a pilot in January 2005, continues to provide high-quality recruitment services to managers in the North.

End-to-end recruitment time remains under the service standard –averages about 65 days with a service standard of 67 days – previous general OPS experience ranged from 56 to 121 days

Putting professional recruiters in place has saved managers more than 14 hours per competition.

Goal #3 - A centralized recruitment function, focusing on a one-employer approach to talent acquisition.

Our new "one-employer" approach groups all OPS jobs advertised in external media under one OPS banner and directs them to the OPS Careers website to find more information.

Innovations to external job advertising are expected to result in more than \$1M in savings annually

A service guarantee for line managers guarantees that their job ads will be posted within five working days of receipt.

Our focus for 2008 is the implementation of the other Regional Recruitment Centres, which is underway, along with other recruitment process improvements.

Youth and New Professionals Secretariat



Established in October 2005, the Youth and New Professionals Secretariat (YNPS) provides an enterprise-wide approach to attracting, recruiting and retaining future generations of public servants. It manages the marketing and promotion of the OPS as an employer and provides employment experiences across the OPS for over 4,400 youth and new professionals a year.



Our Programs:

The Ontario Internship Program – annually recruits approximately 115 recent college and university graduates for a two-year internship in one of eight focus areas

The Summer Experience Program - provides summer work experiences to approximately 4,000 youths aged 15-24 (up to 29 if disabled)

The Ontario-Quebec Summer Student Job Exchange Program (OQEP) - allows up to 75 Ontario university students the opportunity to work in the Quebec government and its agencies for up to 14 weeks throughout the summer

The OPS Learn and Work Program for at-risk youth - recruits up to 80 students in four priority neighbourhoods and provides the opportunity to earn credits toward their high school diploma while gaining paid work experience

The Aboriginal Youth Work Exchange Program - provides three consecutive summers of hands-on work experience in the Ministry of Natural Resources for up to 60 Aboriginal youths

Canadian Merit Scholarship Foundation (CMSF) Fellowship - offers a paid summer fellowship with Cabinet Office for a small group of CMSF award recipients to earn valuable policy experience

90 per cent of respondents from the six corporately run programs indicated they would recommend the OPS as a great place to work.

In 2007, YNPS expanded OPS marketing and outreach efforts to further promote the OPS as an employer of choice to a diverse array of potential recruits. In addition to launching a portal devoted to youth and new professionals on the OPS Careers website, YNPS developed a new set of marketing materials for all levels of potential recruits.

Quick Fact – Our Marketing Efforts

Throughout the year, we participated in hundreds of OPS outreach events, reaching tens of thousands of Ontarians – a 272 percent increase over last year's activities with as much as 25 percent of these efforts having a diversity-oriented focus.

Job Evaluation Systems Review

In collaboration with bargaining agents, the OPS is developing a number of new job evaluation plans. These plans will improve both flexibility and consistency and will be simpler, with efficiencies gained through the use of fewer generic job descriptions.

Job evaluation systems are at varying stages of development for the following bargaining agent groups:

- Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO)
- Ontario Provincial Police Association (OPPA) civilian employees
- Ontario Public Service Employees Union (OPSEU)

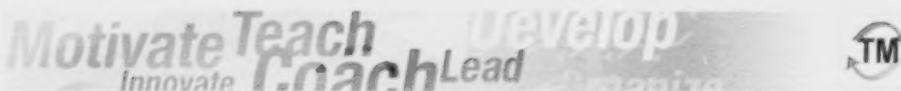
Benefits Modifications

Shifts in workforce demographics, new legislation, and the rising cost of medical care are some of the factors that have caused employers, including the OPS, to consider and implement benefits modernization plans that fit the needs of today's workforce. Progressive, well-designed, employee focused benefits plans play an important part in the attraction and retention of talented employees.

To this end, the OPS has successfully implemented a drug card program for its non-bargaining staff, most bargaining unit employees, and over 56,000 retirees and their dependents. Health and dental plan participation now includes positive enrolment of eligible dependents. Work is continuing to help employees to easily access and update their benefits profiles.

3. Building Capacity

Building capacity is about investing in our employees to help them build their skills and experience so they develop and follow a successful career path. The labour market and workplace of the future will see an increased demand for new skills and strong leadership. We want to ensure that we are providing our employees with the personal and professional supports they need to deliver high quality, cost-effective services to the public.



Talent Management



Talent Management (TM) is the OPS' strategy to assess, develop and deploy talent to ensure that our employees continue to have the skills and capabilities to deliver quality public services to the people of Ontario. Now entering its third year, TM has over 8,000 participants across the province.

Did you know?
29 per cent of OPS senior executives are eligible for retirement in the next five years.

TM is helping to modernize the OPS by integrating HR planning processes for the management group, including recruitment, assessment, performance management, learning and development and incentive awards. Supporting this integration is an online Talent Management System, which currently houses three modules: Talent Profile, Talent Assessment and Performance Management.

Talent Profiles (comparable to resumes) are searched in order to identify internal candidates to supplement competitions

Talent Assessments are helping employees understand their Leader-Manager competencies and target their development needs

Performance Management is helping employees and managers clarify commitments and put learning plans into action

Through TM, the OPS now knows more about its talent landscape than ever before. Employees and managers are discussing career goals and how to achieve them, ministries are planning for potential future vacancies, and we are taking an enterprise-wide approach to succession planning for our most critical positions.

The investment put into talent management is seeing results:

98.4 per cent of Talent Assessments completed

40 per cent of the employees assessed in the "optimize now" category have been moved on to a tackle a new challenge

Over 4,800 managers have received 'Manager as Coach for Performance and Development' training

At the end of the third quarter in 2007-08, Talent Profiles were used to supplement 143 job competitions

OPS Learning and Development



We continue to make great strides in promoting a vibrant culture of learning, development and leadership.

Commitment to Learning

The 2007-2008 calendar features over 90 different courses through more than 800 offerings across the province

Approximately 60 per cent of these programs are run in the central region, with 40 per cent in the North, East and West, reaching our broad OPS employee audience

Measuring our Success

Currently we use a variety of attendance measures to determine our reach and impact. They include: regional increases in course attendance year over year, and an average quality rating by participants who provided feedback. In our first full year of operation we exceeded our target of filling 21,000 seats in the programs we offer and support and quality ratings have remained consistent at approximately 4.4 out of 5.

Advancing Our Learning Culture

experienceMatters! is one of our new approaches to introduce more experience-based learning. These series of events showcase people who are transforming the OPS by providing a forum to share their stories, exchange knowledge and promote networking. With 14 events in the first year, almost 400 participants attended.

We have also undertaken a partnership with our provincial inter-ministry network, by supporting various learning events beyond our core curriculum, offered across the province and aligned with regional business priorities. In our second year of sponsoring, we reached over 3,800 OPS staff at all levels through 23 sessions across Ontario.

Here are some examples of how the OPS has expanded its learning culture:

Distance Learning: We are using technology such as video-conferencing to reach wider audience. We are expanding the number of blended learning offerings and e-learning programs.

Developing our Leaders: The Leadership Education and Development School (LEADS) and the Leadership Orientation programs were both enhanced this year. They provide focused leadership development and invaluable cross-ministry networking opportunities.

Is Management for Me?: A Pre-Management program was launched this year for those employees considering a possible future managerial role.

Management Foundations program: The program provides a comprehensive overview of the responsibilities and accountabilities for new and existing managers.

Manager as Coach for Performance and Career Development: A mandatory workshop for all OPS managers. The goal is to support more effective and genuine performance discussions. To date, 5,919 managers have attended the program, with another 900 registered to complete the program by March 31, 2008.

Leadership Dialogues: We are once again hosting eight across the province. These sessions are a key opportunity for the Secretary of the Cabinet, Shelly Jamieson to share her thoughts about the progress of the OPS, the future as an organization and to hear from managers across the province. These sessions will reach almost 2,000 managers, with a number of sessions being webcast.

My Quick Coach: Expanded to all managers in the OPS, this is an external online learning library of 'Smart Bytes' (video briefings and articles delivered in five minutes or less) that features over 60 respected leaders and provides just-in-time learning for managers.

Always learn. Learn all ways. Our new motto underscores how OPS employees need to think broadly about their learning choices to support the work they do on behalf of Ontarians. The programs we offer are just some of the many ways employees can learn new skills and build capacity and knowledge.

Our 'learning wheel' highlights some of the other modes of learning, such as ministry specific/technical training, secondments, and project team participation. We are helping people to find appropriate learning solutions and identify development opportunities best suited to their individual needs.



LOOKING AHEAD

In order to stay on the leading edge of public administration, we must continue to modernize our organization to deliver high-quality, cost-effective services to the public. To accomplish this, the OPS is undertaking an ambitious agenda.

Here are the key areas our organization will be focusing on over the next year:

Diversity is fundamental to a modern public service. Some good work has begun with the creation of the OPS Diversity Office and an overarching Diversity Strategy, but we must do more. The OPS is committed to making diversity a key business priority

As we are in the final year of the OPS HR Plan 2005-2008, we will be developing and releasing the next multi-year, strategic **OPS HR Plan**. We will build upon the strong foundations established through the current plan and set our future directions and priorities

Full implementation of the new **HR service delivery model**. With the establishment of the Enterprise HR Services, Regional Recruitment Centres and subsequently, the strategic business units, the organization will begin to see the benefits of a streamlined, one-employer approach

Positive relationships with bargaining agents are essential. This is especially true, as we move into a demanding bargaining year with seven collective agreements set to expire by June 2009

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By focusing on these key areas and by leveraging the success and progress made over the last year, the OPS will be well positioned as a modern leader in public service.

Appendix A

Description of the PSC and CFL/HRM Divisions

The Public Service Commission (PSC) provides enterprise-wide direction for the effective management of human resources in relation to Ontario's public servants.

More specifically, the PSC is responsible for:

- defining an HR governance model and PSC-level authorities
- issuing directives and policies for the effective management of human resources
- ensuring that the recruitment/employment of public servants are non-partisan
- considering various recruitment/employment actions, including appointments at the assistant deputy minister level and dismissal without cause.

Supporting the PSC is the Centre for Leadership and Human Resource Management (CFL/HRM). Part of the Ministry of Government and Consumer Services, CFL/HRM comprises four divisions:

- Centre for Leadership and Learning
- HR Management and Corporate Policy Division
- Employee Relations Division
- HR Service Delivery Division

Centre for Leadership and Learning brings an enterprise-wide approach to leadership and learning programs across the OPS. In addition, the division also develops, governs and delivers a fully integrated learning strategy for all groups and employees.

HR Management and Corporate Policy develops and implements HR management strategies, policies, programs and practices that support the role of the OPS as a corporate employer. This includes facilitating the ministry's policy and legislative agenda, as well as providing research and metrics to support HR planning, performance measurement, compensation and collective bargaining.

Employee Relations Division provides employee and labour relations support to the OPS. Its priorities this year are collective bargaining, driving the new labour relations strategy, and building upon the launch of the new Centres for Employee Relations and Employee Health, Safety & Wellness. Additionally, the Division is responsible for developing a comprehensive and integrated emergency management & security program for the OPS through its Emergency Management and Security Branch.

HR Service Delivery is responsible for the delivery of recruitment services, day-to-day HR operational services, HR business advice, and the integration and coordination of enterprise HR activities and initiatives. The division also leads the HR service delivery transformation project, and develops programs to support organizational capacity and talent management of the OPS HR Community.

Although not part of CFL/HRM, the following two areas are included for the purposes of this report, as their initiatives are highlighted within.

The Diversity Office develops and implements priorities including an overarching Diversity Framework and a Diversity Strategic Plan; initiatives to drive the Diversity Strategy; the Accessibility Leadership Strategy (ALS) and the development of an enterprise multi-year implementation plan.

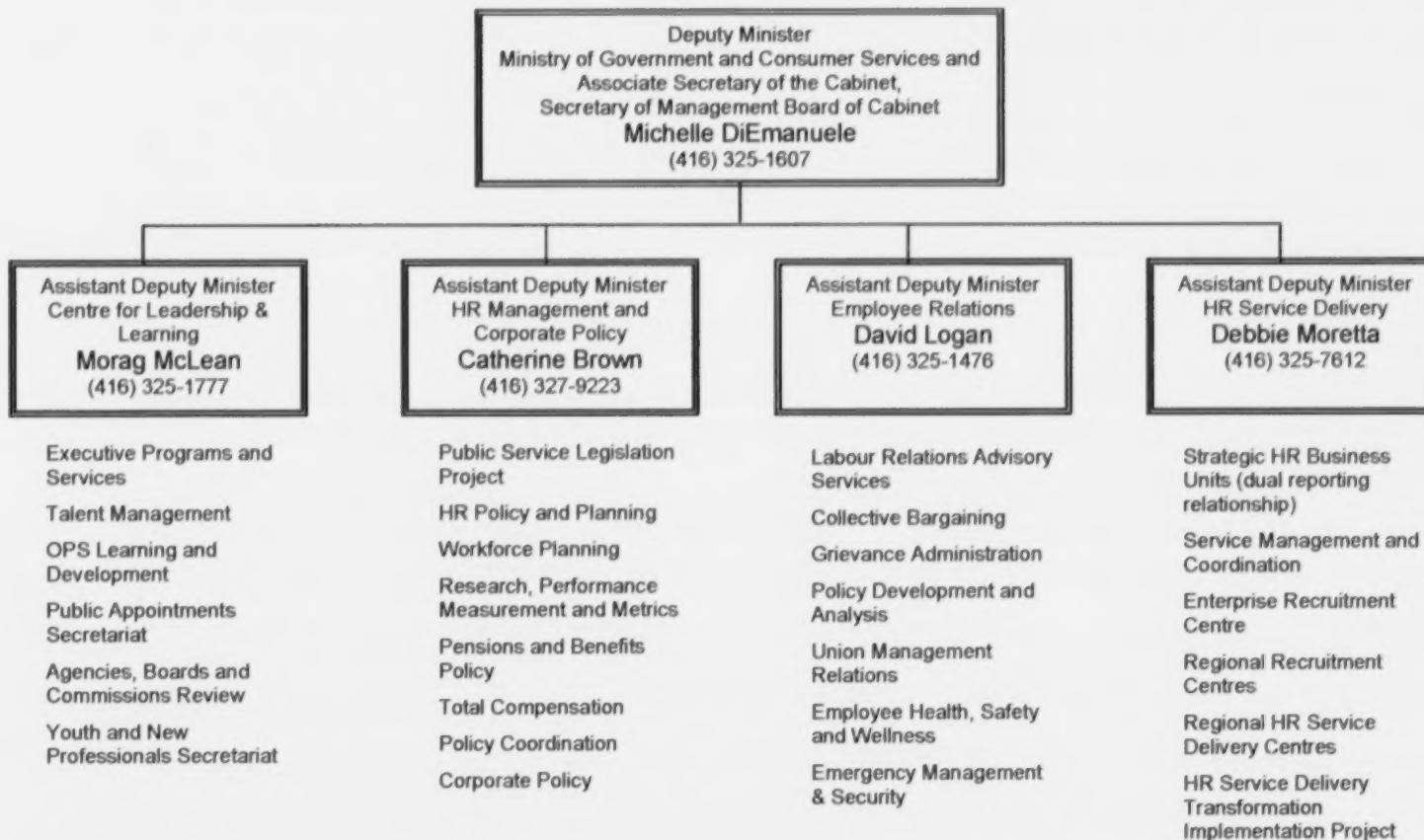
The Modernization Division builds capacity across the OPS to create and sustain transformational change and achieve modernization objectives by providing management frameworks, methodologies, tools, learning and consulting services.

Appendix B

As of March 31, 2008

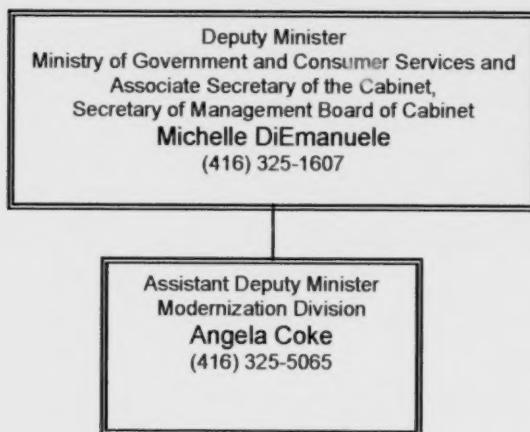
Organization Chart – Divisions

Centre for Leadership/Human Resources Management, Ministry of Government and Consumer Services



As of March 31, 2008

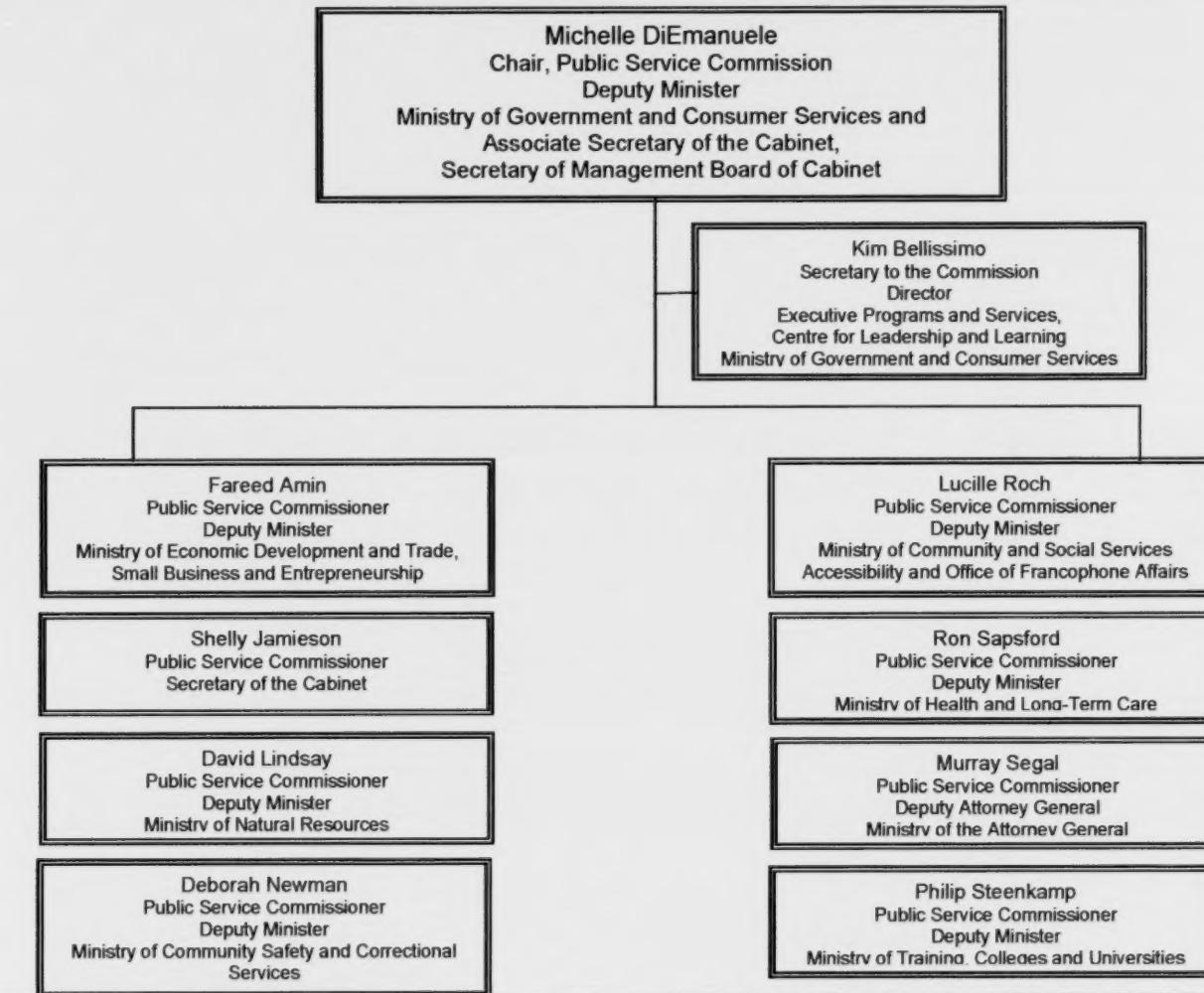
**Modernization Division,
Ministry of Government and Consumer Services**



Project Management Centre of Excellence
Business transformation and organizational excellence
OPS service measurement and improvement
OPS employee engagement surveying
OPS Ideas and Innovation Fund
Employee Recognition Policy and Guidelines
OPS Spirit
Corporate Transformation Projects

Ontario Public Service Commission

As of March 31, 2008



Appendix C: Enterprise HR Scorecard

Annual OPS HR Plan Scorecard					
			Key Measures		
			FY 2005-06	FY 2006-07	
Vision: The OPS is the Place to Work Goal: Dynamic and Innovative People Delivering Quality Public Service			Overall employee engagement score ^a	65	66
			Level of employee satisfaction with senior leadership practices ^b	48 ^c	53 ^c
			Level of employee perception of the OPS as an innovative workplace ^d	53 ^e	55 ^e
			Level of employee willingness to recommend OPS as the place to work	60 ^f	63 ^f
			Level of citizen satisfaction with OPS service delivery • From the Citizens First (CF) and Taking Care of Business (TCOB) studies, which take place in alternating years ^g	65.2 - CF4 ^h 58.5 - CF2 (2002-03) 56.1 - CF2 (2003-04)	62.6 - TCOB2 61 - TCOB1 (2003-04)
Key Outcomes	Operational Priorities	OPS HR Plan Strategy	OPS HR Plan Performance Measures	FY 2005-06	FY 2006-07
Commitment to Quality Public Service	Engaging and Flexible Work Environment	Engage Employees	Level of employee satisfaction with recognition for work well done ⁱ	53 ^j	55 ^j
			Level of employee perception of OPS as an innovative workplace	53 ^j	55 ^j
			% of OPS ideas adopted and implemented (23% in 2003-04)	N/A	1287 ideas submitted since Sept. 2003, and 21% have been implemented as of March 31, 2007.
		Performance Management	% of employees participating in the employee survey	39.9%	43.5%
Capable and Innovative Workforce		Organizational Health and Wellness	% of employees who have had a performance appraisal in last 12 months	63%	64%
			Average number of days of short-term sick leave usage per employee (9.6 days in calendar year 2004).	9.9 days (calendar year 2005)	9.9 days (calendar year 2006)
		Recruitment	% decrease in time to hire (OPS-wide recruitment cycle time ranged from 56-121 days in 2004-05; Northern Recruitment Pilot (NRP) Published Service Standard: 66 days)	NRP Average: 51 days	NRP Average: 52 days
Learning Organization	Build Capacity	Attract Talent	% of respondents who evaluate their experience of YNPS corporately-run programs (i.e. SEP, OIP, AYWEPP, Learn and Work, QCEP) as "good" to "excellent"	N/A ^k	85%
			% of respondents of YNPS corporately-run programs (i.e. SEP, OIP, AYWEPP, Learn and Work, QCEP) who would consider a future /ongoing career in the OPS	N/A ^k	72%
		Leader-Manager Competencies	% of talent management participants assessed against the four leader-manager competencies and with learning and development strategies identified	N/A	98.5%
			% learning and development courses that are aligned with at least one leader-manager competency	100% (Sep. 2005-March 2006)	100%
		Learning and Development	Average Quality Rating of Corporate Learning Programs including % of course participants who rated the courses. • Note: FY2005-06 rating represents data from Sept.'05 - Mar.'06 (after harmonization)	4.4/5 90%	4.4/5 92%
			% increase in course attendance year over year • Note: Data not available for FY2004-05	5,776 unique participants	83% (10,579 unique participants)
			% target-group employees in the "optimize now" category deployed	N/A as TM Program was not in place	18.7 % ^{**}
		Integrated Talent Management	% target-group employees in the "optimize in the future" category deployed		8.6 % ^{**}
			% target-group employees in the "maximize" category deployed		9.3 % ^{**}
		Employee Relations	% SMGRI/TX 3s and 4s deployed		12.4 % ^{**}
			# of union policy grievances filed with Director, ERO ^{**}	6	8 (2% increase)
			# of grievances filed at the Grievance Settlement Board (OPSEU, AMAPCEO, PEGO)	3218	2,611 (19% decrease)
			# days lost to strike or lock-out	0 Days	0 Days

^a Employee Survey was fielded in February-March 2007. Survey scores represent mean (average) scores of all responses reported on a scale of 0-100.

^b Percentages are based on the movement of Phase 1 target population from December 1, 2006 to March 31, 2007.

An index score based on 8 "key indicator" questions

^c Based on the employee survey question, "I have confidence in the senior leadership of my ministry"

^d Based on the employee survey question, "Innovation is valued in my work unit"

^e Based on the employee survey question, "I would recommend the OPS as a great place to work"

^f Score is derived as the average of mean scores across a basket of 11 (CF) and 12 (TCOB) provincial services ranked by service respondents reported on a scale of 0-100

^g FY2005-06 score has been adjusted to exclude municipal services

^h Based on the employee survey question, "I receive meaningful recognition for work well done"

ⁱ Performance measures were not collected for any corporate employment program in 2005-06 with the exception of the OIP. Measures on the OIP related only to program exit results (e.g. regular/classified vs. fixed term/undifferentiated, length of program stay), the recruitment process and participant expectations

^j Note that Employee Relations monitors the number of policy grievances as a diagnostic to determine what issues may be causing the grievances, and that a zero grievance rate is neither expected nor desired given that grievances are the outlet for disputes during the life of the collective agreement

Appendix D

Ontario Public Service Total Staff Strength (2007-2008)

Regular/Classified	57,674
Fixed Term/Unclassified	9,539
Crown	1,288
TOTAL	68,501

Ontario Public Service Total Staff Strength (2007 - 2008)

		Regular/ Classified	Fixed Term/ Unclassified	Crown	TOTAL
2007	April	56,680	9,299	1,247	67,225
	May	56,844	12,608	1,249	70,700
	June	56,868	14,538	1,251	72,656
	July	56,981	16,146	1,200	74,327
	August	57,098	15,579	1,197	73,874
	September	57,275	11,987	1,286	70,548
	October	57,330	10,931	1,293	69,554
	November	57,356	10,434	1,293	69,082
	December	57,437	10,248	1,294	68,979
	2008	January	57,579	9,935	1,288
		February	57,644	10,236	1,291
		March	57,674	9,539	1,288
					68,501

OPS Staff Strength Regular/Classified Service includes Ontario Provincial Police and Security Guards. For the Fixed Term/Unclassified Service, Minister's Staff are also included. Provincial Auditor, Ombudsman, Legislative Assembly, Chief Election Officer, Ontario Lottery and Gaming Corporation and Workers' Compensation Appeals Tribunal staff are excluded from OPS Staff Strength.

Annual Reports prior to the fiscal year, 1991-2, contained head counts of OPS employees. A part-time employee was reported as one employee regardless of hours worked. Since the 1991-92 report, hours worked by part-time employees have been converted to full-time equivalents and reported as such. Head counts are used to count full-time employees.

Employees receiving Long Term Income Protection are excluded from the Staff Strength statistics but are included in all the other tables in this report. The number of employees on Long Term Income Protection as of March 31, 2008 was 2,506.

Fixed Term/Unclassified staff consists of full-time and part-time OPS Fixed Term/Unclassified Service and Minister's staff.

Regular/Classified Service by Geographic Location Summary (2007-2008)

Central	33,748
East	8,488
North	7,681
West	10,263
*TOTAL	60,180

* This number includes 2,506 employees receiving Long Term Income Protection.

Regular/Classified Service by Geographic Location (2007 - 2008)

Central

Durham	2,639
Halton	1,148
Muskoka	295
Peel	1,803
Simcoe	3,989
Toronto	23,067
York	756
Address Information Unavailable	52

Subtotal **33,748**

East

Frontenac	1,868
Haliburton	65
Hastings	345
Kawartha Lakes	670
Lanark	864
Leeds and Grenville	424
Lennox and Addington	273
Northumberland	359
Ottawa-Carleton	1,521
Peterborough	1,093
Prescott and Russell	201
Prince Edward	161
Renfrew	302
Stormont, Dundas and Glengarry	341

Subtotal **8,448**

North

Algoma	1,090
Cochrane	765
Kenora	764
Manitoulin	53
Nipissing	1,201
Parry Sound	180

Rainy River	179
Sudbury	1,481
Thunder Bay	1,762
Timiskaming	206

Subtotal	7,681
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West

Brant	288
Bruce	178
Chatham-Kent	531
Dufferin	83
Elgin	284
Essex	714
Grey	293
Haldimand-Norfolk	484
Hamilton-Wentworth	1,461
Huron	293
Lambton	341
Middlesex	2,386
Niagara	1,118
Oxford	166
Perth	162
Waterloo	497
Wellington	985

Subtotal	10,263
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TOTAL	60,180
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Regular/Classified Service By Ministry (2007-2008)

Aboriginal Affairs	86
Agriculture and Food and Rural Affairs	851
Attorney General	6,373
Cabinet Office	150
Children and Youth Services	1,929
Citizenship and Immigration	310
Community and Social Services	5,112
Community Safety	8,895
Correctional Services	6,167
Culture	185
Ontario Science Centre	231
Democratic Renewal	5
Economic Development and Trade	267
Education	1,159
Energy	115
Environment	1,908
Ontario Clean Water Agency	611
Finance	1,184
Financial Services Commission	450
Ontario Financing Authority	149
Francophone Affairs	25
Government and Consumer Services	4,641
Health and Long-Term Care	5,504
Health Promotion	107
Intergovernmental Affairs	46
Labour	1,367
Lieutenant Governor	4
Municipal Affairs and Housing	755
Natural Resources	3,081
Northern Development and Mines	398
Public Infrastructure Renewal	139
Research and Innovation	100
Revenue	2,596
Small Business and Entrepreneurship	91
Tourism and Recreation	115
Ontario Place	54
St. Lawrence Parks Commission	47
Ontario Tourism Marketing Partnership Corporation	88
Training, Colleges and Universities	1,151
Transportation	3,734
TOTAL	60,180

OPP Uniformed Staff are reported in the figures for Community Safety and Correctional Services. They consist of 5,536 as of March 31, 2008. Niagara Escarpment Commission is included in Ministry of Natural Resources.

Not all agencies and commissions are listed separately. Those unlisted are included in the associated ministries.

Regular/Classified Service by Age Intervals (2007-2008)

Under 25	522
25 - 34	9,353
35 - 44	16,630
45 - 54	22,676
55 - 64	10,704
65 and over	295
TOTAL	60,180

Regular/Classified Service by Staff Type (2007-2008)

Regular	55,959
Probationary	4,221
TOTAL	60,180

Regular/Classified Service By Gender (2007-2008)

Males	26,876
Females	33,304
TOTAL	60,180

Regular/Classified Service By Salary Intervals (2007-2008)

Under \$30,000	88
\$30,000 - \$39,999	1,516
\$40,000 - \$49,999	14,986
\$50,000 - \$59,999	6,852
\$60,000 - \$69,999	13,388
\$70,000 - \$79,999	10,891
\$80,000 - \$89,999	6,175
\$90,000 - \$99,999	2,443
\$100,000 and over	3,841
TOTAL	60,180

**Appointments to the Regular/Classified Service
By Month
(New Hires and Fixed Term/Unclassified to Regular/Classified)
Full and Part Time Staff
(2007-2008)**

	New Hires	Fixed Term/Unclassified to Regular/Classified
April 2007	71	157
May	182	198
June	83	153
July	71	191
August	74	198
September	200	214
October	116	174
November	90	203
December	88	150
January 2008	223	174
February	97	175
March	76	157
TOTAL	1,370	2,143

**Appointments to the Regular/Classified Service
(New Hires and Fixed Term/Unclassified to Regular/Classified)
By Salary Intervals
(2007-2008)**

New Hires	Fixed Term/Unclassified to Regular/Classified
\$30,000 - \$39,999	115
\$40,000 - \$49,999	451
\$50,000 - \$59,999	175
\$60,000 - \$69,999	203
\$70,000 - \$79,999	246
\$80,000 - \$89,999	100
\$90,000 - \$99,999	31
\$100,000 and over	49
TOTAL	2,143

**Appointments to the Regular/Classified Service
(New Hires and Fixed Term/Unclassified to Regular/Classified)
By Age Intervals
(2007-2008)**

	New Hires	Fixed Term/Unclassified to Regular/Classified
Under 25	166	216
25 - 34	502	969
35 - 44	398	515
45 - 54	233	341
55 - 64	70	94
65 and over		8
TOTAL	1,370	2,143

**Appointments to the Regular/Classified Service
By Appointment Type and Gender
(2007-2008)**

	Males	Females	Total
New Hires	736	634	1,370
Fixed Term/Unclassified to Regular/Classified	741	1,402	2,143
Total	1,478	2,035	3,513

**Exits from the Regular/Classified Service
By Salary Intervals
(2007-2008)**

Under \$40,000	107
\$40,000 - \$49,999	708
\$50,000 - \$59,999	366
\$60,000 - \$69,999	368
\$70,000 - \$79,999	325
\$80,000 - \$89,999	337
\$90,000 - \$99,999	121
\$100,000 and over	202
TOTAL	2,535

**Exits from the Regular/Classified Service By
Age Intervals
(2007-2008)**

Under 25	28
25 - 34	361
35 - 44	434
45 - 54	542
55 - 64	1,009
65 and over	162
Total	2,535

**Exits from the Regular/Classified Service
By Years of Regular/Classified Service
(2007- 2008)**

Years of Regular/Classified Service	Exits
Less than 1 year	92
Less than 2 years	83
Less than 3 years	111
Less than 4 years	89
Less than 5 years	119
Less than 6 years	115
Less than 7 years	138
Less than 8 years	112
Less than 9 years	66
Less than 10 years	39
Less than 15 years	109
Less than 20 years	273
Less than 25 years	319
Less than 30 years	292
Less than 35 years	451
35 years or more	127
TOTAL	2,535

**Exits from the Regular/Classified Service
By Reason and Gender
(2007-2008)**

	Males	Females	TOTAL
Retirement	661	541	1,202
Dismissal	29	10	39
Release	26	63	88
Resignation	453	650	1,103
Death	64	38	102
TOTAL	1,232	1,302	2,535